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In This Issue Employment on Merit

By C. R. Dooley

News

Conference on Industrial Education.

Summer Training for College Students—The Atlantic Refining Company.

Suggestion System—H. H. Franklin Manufacturing Company.

The Mutual Interest Department—American Rolling Mill Company.

Cafeteria—Yellow Cab and Coach Company.

Plant Libraries—Eastman Kodak Company.

Savings Plan—National Calfskin Company.

The Journal of Personnel Research.

Mutual Benefit Plan—Adirondack Power and Light Corporation.

Group Life Insurance—General Electric Company.

Stock Savings Plan—Swift and Company.

Pension Fund—Illinois Merchants' Trust Company.

Employees' Relief Association—United Alloy Steel Corporation.

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AMERICAN MANAGEMENT REVIEW

December, 1923

EMPLOYMENT ON MERIT

By C. R. Dooley

Manager Personnel and Training, Standard Oil Company of New Jersey

Science and cold-blooded facts will probably never wholly determine personnel matters. We are all thankful for that. But some systematic procedure in employment matters does help to insure that the merits of each case will be considered, and for this both managers and employees are equally thankful.

The day of employing a clerk or a foreman or a salesman because his wife and the manager's wife belong to the same club, or because he plays a good game of bridge or belongs to a favored lodge or church, is passing forever. Not only does the spirit of fairness and the maintenance of company morale call for it louder than ever, but present competitive conditions and the pressure for greater efficiency demand it. Business can no longer afford to employ an accountant because he has a delightful personality, any more than a track team can afford to enter a man because he happens to own the field and wants to run. A sales manager does not provide certain of his salesmen with automobiles because he likes them personally, but because they need the cars to produce more business.

So certain abilities are being determined by simple tests before hiring. For example—ability to translate Spanish; to take short-hand notes; to operate the typewriter and other office equipment. In fact, it is not difficult to predetermine ability to type complicated statements as compared with the typing of routine letters. Business arithmetic, the use of English, spelling, etc., are all readily determined by simple tests, so why take a chance on a mere statement of years of service and letters of recommendation? Many tests are just plain experiments; many qualities—as for instance “loyalty”—can never be tested by a mechanical device, but some things can and it is foolish not to test these.

One further advantage of a systematic method of hiring and promoting employees is that one's shortcomings are more readily visualized and one is

often stimulated to improvement. Endless statistics are available as to machine-hours, costs, etc., but relatively none as to the qualities of men for the various jobs and how to determine them impersonally—that is, strictly on merit. It is good business, as well as most humane and kind, to consider personnel problems impersonally. Sounds strange, doesn't it, but it's true.

Conference on Industrial Education

A Conference on Industrial Education will be held in the Engineering Societies Building, 29 West Thirty-ninth Street, under the auspices of the Committee on Education and Training of the American Society of Mechanical Engineers, at 2:00 P. M. on Wednesday, December 5, 1923, in connection with the annual meeting of that Society, December 2-5.

President-elect F. R. Low of the A. S. M. E., will open the conference. Probably 40 men will be present. Education of collegiate grade will not be discussed. Various day and evening courses of non-college grade given in institutes, trade schools, corporation schools, and other schools, under public or private control, will be considered.

The immediate purpose of the meeting will be to tabulate various courses of non-college grade that are offered in this country at this time, the scope and importance of each, and the relation of each to the others. It is hoped that the field of non-college training for the industries may be charted or mapped so that educators in this field, executives interested in industrial education, and members of the A. S. M. E. generally, may learn what is being done and to what extent the possibilities of training in this field have been realized. It is expected that sub-committees can be appointed which will work out the main features of the best possible course of each type. The conference, or the sub-committees, may continue work on Thursday, December 6. The work to be done can probably be outlined defi-

nately in these two days, and sub-committees can continue to work thereafter for some months by correspondence, reporting to the Committee on Education and Training of the A. S. M. E., which will issue one or more reports.

Those who attend will profit greatly from the knowledge they will gain of what is being done in industrial education now, and from the personal contacts that will result.

John T. Faig.

Summer Training for College Students

The Atlantic Refining Company

During the summer months which have just passed, our Company has repeated the experiment of the preceding year in offering employment to a carefully selected group of college students who have completed their junior year. These men were assigned to various departments, given a uniform salary, and placed at actual productive work of some kind. At the close of the season they left our employ to return to college and some of them will probably make permanent connections with us next spring.

Prior to the selection of these students, notices were sent out to all the technical schools and universities of this part of the country, advertising the fact that our Company could place a limited number of students and inviting applications. As the applications arrived a letter of inquiry was addressed to the school at which the applicant was studying, requesting frank statements from three of his instructors as to his quali-

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fications. The applicants were also encouraged to call for a personal interview and finally a group of 21 men was picked out and given their assignments as follows:

Chemical Laboratories.....	3
Paraffine	2
Lubricating	2
Power	2
Refinery	1
Comptroller's Office, Domestic..	1
Atlantic Oil Producing.....	1
Mechanical Laboratory.....	1
Engineering	1
Export	1
Comptroller's Office, Foreign...	1
Barrel Factory.....	1
Efficiency and Time Study.....	1
Order and Shipping.....	1
Case and Can.....	1
Barrelling and Shipping.....	1

In each of these departments the men were given opportunity to indicate their preference and demonstrate their ability for certain types of work and they were then handled as regular employees. A special effort was made to educate them in the operating methods of a large organization and to give them as broad an understanding as possible of the work of our Company.

In order to make their work more interesting and instructive, courses of lectures and discussions were arranged at Point Breeze and 260 South Broad Street for the Plant and Office groups respectively. These lectures were given twice a week by the heads of our various departments and were designed to explain, not only the work of each department, but also the lines along which each branch of our business functions with the others.

At the request of some members of the group an afternoon was arranged for a tour of the Plant, in which the office students also participated. This enabled the men to obtain a better impression of the scope of our activities

even though time did not permit of detailed study of the various operations.

Our experience with the policy of employing these students for the summer has been gratifying. We feel that we have formed an acquaintance with many men who will make desirable members of our organization in the future. We believe that we have helped many of these men to form their opinions as to whether they desire to connect with a large corporation and have given them some knowledge of what such a corporation expects of trained men. We trust also that the adoption of this policy will tend to bring industry and the technical schools closer together to the advantage of all concerned..

H. G. Hill, Jr.

Suggestion System

H. H. Franklin Manufacturing Company

The suggestion system of this company has been more successful than is generally the case in other organizations. During the last contest which closed on July 22, and which, like all the other contests, ran for a period of six months, 490 men participated by sending through suggestions. Of this number 251, or 51%, were given prize awards. At the same time, the 490 men who entered into the spirit of the thing represented one-fifth of the average number of productive men employed during that six months' period.

The contests are fair and square in all details. Workmen do not compete with foremen, nor foremen with workmen. There is a special group for salaried men who are not allowed to compete with either foremen or workmen.

Suggestions fall into two general groups—either they tend to lower production costs, without in any way impairing quality, or they tend to improve the already high standard of the product. Suggestions in either group are paid according to their value, as considered by the management.

The Mutual Interest Department American Rolling Mill Company

"The Mutual Interest Department is provided to serve Armco men and women in their home life. Through its counselor and visitors, it endeavors to keep in touch with the organization so that in case of sickness, legal difficulties, or any of the troubles that come to man, members of the Department may help. Any service rendered is always held in strictest confidence." This statement made in the March-April, 1923, Armco Bulletin briefly outlines the purpose of the department.

Four persons constitute the department organization: the Visiting Nurse, Counselor, Absentee Recorder, and Secretary.

The services of the Visiting Nurse are available to all Armco families. It is her duty to visit homes where sickness is, and to help in any way she may, by word or deed, or both.

In order that no member of the organization will be overlooked when he is absent on account of sickness or trouble, a system was devised to bring to the attention of this department every employee who has been absent one full turn and has failed to return on the following turn. This is called the Red Card System. By the use of the Red Card, the names and home addresses of such absentees are furnished to the Absentee Recorder, with any additional information the man's foreman can supply. If the foreman has given the man a leave of absence, he is not visited. If, however, the foreman does not know why the man is not working, the Absentee Recorder visits his home and, if he find that the man is sick or that he is at home because of sickness in the family, he notifies the office and the Visiting Nurse makes a call. The Absentee Recorder can and does help the man and the management by his advice and counsel both at the time of his visit and later when he sees the man's foreman. His

sympathy and familiarity with the Armco Personal Service Departments, the city's public agencies and his ability to furnish information of a general nature, makes his services of much value to the many he visits.

The Counselor is a source of information on personal service matters. He advises with and frequently finds ways and means to help those who may be financially embarrassed. He helps each and every one in any way he can and is always ready to talk over and help solve any personal problem confronting an employee.

The Department Secretary is in charge of the office. He receives all requests for aid or advice which come to the office and either he handles the matter himself or refers it to one of the other members who can do it better.

The department handles a variety of problems. The efforts of the entire department were concentrated on service during the "flu" epidemic of 1918. The waste wood of the mill is saved and given to employees making a request for same at the department. The department has the pleasure of handling the good-will offering of \$25 which is presented to each Armco man and woman who has been in the continuous service of the company for a year or more on the occasion of their marriage.

Cafeteria

Yellow Cab and Coach Company

The Yellow Cab and Coach Company opened a new cafeteria, Monday, October 15. This new and strictly modern dining hall for employees is one of the best and most up-to-date industrial cafeterias to be found anywhere.

The space occupied by the cafeteria is 340 feet long by 50 feet wide. A space of 135 feet by 25 feet is given over to the kitchen while the dining room takes up a space of approximately 13,265 square feet. Some idea of the size of the seating space can be gained from the fact that 840 people can be comfort-

ably seated at one time. The new cafeteria is more than adequate at the present time but it was purposely made large to allow for future expansion of the company.

No pains or money have been spared in equipping and outfitting the new dining quarters. A large refrigerating system with two separate cooling compartments, one for meats and vegetables and the other for butter, milk and more perishable foods, has been installed. This provides adequate refrigeration for large amounts of foodstuffs. The cooling rooms have been planned with a view to convenience in keeping the foods and the interior of the compartments wholesome and sanitary.

The equipment in the kitchen proper is such as to excite the wonderment and approval of even the most fastidious chef. There is an electrically driven machine which peels potatoes, another machine stirs and mixes dough and mashes potatoes. The dishes, glasses and silverware are washed by automatic machines driven by electricity.

A whole battery of ranges has been conveniently arranged giving ample room for cooking and baking. A steam pressure cooker with four separate compartments, so constructed that the steam is automatically shut off when the door is opened, is another feature of this kitchen.

In the dining room, things have been made equally convenient. Four separate serving counters fitted with steam tables, six coffee urns, two checkers and two water fountains insure a maximum of service and a minimum of waiting in line. Cashiers are placed at the various exits of the cafeteria.

To facilitate cleaning away the used dishes from the tables as the occupants leave, a conveyor system has been built in the wall. Dishes can be placed on this belt at the extreme ends of the room and carried without further effort to the dishwashing room.

A separate room is provided for en-

tertaining guests and for officials of the company. This makes it possible to serve visitors and officials with maximum convenience and minimum confusion.

Plant Libraries

Eastman Kodak Company

Reading good books increases knowledge. Increased knowledge increases earning power; it tends to give us a better perspective of life; and it satisfies one of the peculiar characteristics of the mind—curiosity.

These are the prime reasons why the Eastman Kodak Company has on its shelves, distributed in four plants, nearly 10,000 volumes of all descriptions of reading matter. And that's not all as there are subscriptions for practically every useful magazine in existence.

Kodak Park has a technical library in which may be found 8,500 volumes and 200 periodicals. This collection is claimed to be the most complete photographic library in existence. Beside the works on photography there are scientific books on chemistry, physics, optics and other subjects kindred to photography.

At the State Street Office, a business library is maintained for the use of the whole office force. Among its 400 volumes are books on Advertising, Selling, Personnel Administration, Export Trade, Travel, Economics, Statistics, Accounting, Tariff and Business Arithmetic. The works on Accounting are the most complete to be found anywhere. A recent addition to the library is a set of new encyclopedias. There are also over 3,000 pamphlets on various phases of the business, and 47 services, including Federal Reserve and government publications, are maintained. The average circulation per day for 1922 was 93.08. So far this year, the average is 140 per day.

The Camera Works has an extension of the Rochester Public Library. It has from four to six hundred volumes of fiction on hand which are changed from

time to time. Also, about twenty-five technical magazines are subscribed for and placed in the library, located in a corner of the cafeteria for use of employees.

Hawk-Eye workers have about 250 books of fiction and science and a thirty-volume set of Encyclopedia Britannica.

It has been gratifying to those in charge that the circulation in all the branches has been on the increase.

Savings Plan

National Calfskin Company

A plan for assisting employees of the National Calfskin Company to save money is to be put into immediate operation. The details of the plan are very simple. The employee signifies his desire to have weekly deductions made from his pay envelope and a bank account is opened in his name after the first deduction. Each week's savings is added to the individual's passbook, which may be kept for him in the office or which he may get weekly if he so desires. A slip is put in his pay envelope each week stating the amount deducted from his pay and, on another line, his balance to date in the bank.

All the entries on the bank books are made at the bank itself, the company having been appointed merely as agent of the employees to make the deductions and forward the money to the bank.

Any employee may see his book at any time or can hold it himself if he prefers presenting it each week in order to have the entries made. On leaving the employ of the company, the employee is given his bank book and his receipt for it is taken by the company.

Employees wishing to avail themselves of this savings plan are required to fill out cards which are distributed stating the amounts that they wish to have deducted weekly. It is suggested that even amounts be named, as fifty cents, one dollar, two dollars, etc., in order to simplify the plan as much as possible.

Interest at the regular rates is added by the savings banks on the bank's regular interest dates.

An employee may at any time withdraw the whole or any part of his savings by conforming with the savings bank's requirements.

The Journal of Personnel Research

W. V. Bingham, of Carnegie Institute of Technology, has been elected Editor and L. L. Thurston, of the Bureau of Public Personnel Administration, Associate Editor of the Journal of Personnel Research. C. S. Yoakum continues as Managing Editor of the Journal which is now in its second volume. The other members of the editorial board are Wesley C. Mitchell, Alice Hamilton, Frankwood E. Williams, R. W. Husband, Matthew Woll, Leonard Outhwaite, Joseph H. Willets, Lewis M. Terman, Alfred D. Flinn and Mary Van Kleeck.

This Journal is devoted to the scientific study of personnel. It publishes original researches in the applied sciences that contribute to our knowledge and our effective direction of people at work. It is the official organ of the Personnel Research Federation whose purpose is the furtherance of research activities pertaining to personnel in industry, commerce, education and government wherever such researches are conducted in the spirit and with the methods of science. It brings together workers in the biological and medical sciences, psychologists, psychiatrists, engineers and economists who are making significant contributions to more exact knowledge of human beings at work and of methods of making effective and satisfying adjustments between men and their work.

Mutual Benefit Plan

Adirondack Power and Light Corporation

The company put into effect, November 1st, a new mutual benefit plan cover-

ing its employees' association. The purpose of the plan is to provide funds to assist participating and honorary members of the association in meeting individual expenses due to sickness or accidental injury.

The plan will be administered by three Trustees who are elected by the Board of Directors of this association which Trustees establish the methods and regulations for the distribution of benefits.

The funds for the administration of this plan are provided as follows:

(a) By voluntary contributions of not less than 50 cents per month by those members of the employees' association who desire to participate in the benefits of the plan.

(b) By a contribution by the company of an amount equal to the total monthly contributions of the individual participants.

Of the amounts contributed during each year, 50 percent is set aside to establish an "Investment Fund," available for disbursements which accompany unusual epidemics or other extraordinary requirements. From the remaining 50 percent of contributions, sickness and accident benefits are to be paid to participants in amounts fixed by schedules set up from time to time by the Trustees of the plan.

For the purpose of this plan, sickness and accidental injury are defined as disabilities, contracted or sustained during membership in the employees' association, which prevent the performance by participant of the duties of his or her occupation.

Group Life Insurance General Electric Company

When an employee who has dependents has worked for the General Electric Company one year, the company insures his life for \$500. If he stays two years, the amount of this insurance increases to \$750 and so on until after five years of service the insurance is \$1,500. Insurance upon

the lives of those who have no dependents is \$150.

The insurance costs the employee nothing, the entire premium expense being paid by the company.

The persons whom the employee may name as beneficiaries are: husband or wife, child or children, parent or parents, or any other relative actually dependent upon the employee for support.

Stock Savings Plan Swift and Company

Swift and Company makes it a policy to extend from time to time to its employees the privilege of subscribing to its stock at \$100 a share on the partial payment plan. This offer is only open to those who have not subscribed to previous issues of stock and to those employees who are in a higher class, thus entitling them to subscribe for additional stock.

To participate, an employee must have been in the service of the company continuously for not less than six months. The amount of stock allotted to each employee is fixed according to wage or salary, ranging from one to five shares as follows:

Weekly Wage or Salary	Entitled to Shares
Up to \$20	1
\$20 and up to \$30	2
\$30 " " " \$40	3
\$40 " " " \$50	4
\$50 and over	5

This privilege is not transferable. If a subscriber leaves the service of the Company within six months, his right to continue is automatically cancelled, or if he withdraws from the plan, payments are returned to him with interest. No stock is issued or delivered until fully paid, no partial delivery of stock being made.

The stock must be paid for on the basis of \$1 or more per share each week, by deductions from wage or salary of employee, or may be paid in full at one

time. Subscribers do not participate in dividends until stock is fully paid.

Interest at 5 percent per annum on the partial payments is credited when final payment on the stock is made. Regular dividends are paid quarterly on the first day of January, April, July and October.

Pension Fund

Illinois Merchants Trust Company

The pension fund of this bank consists of money contributed from time to time by the bank and by its officers and employees. The pension fund is created for the benefit of those salaried officers and employees who, after long and faithful service, shall have retired from the service of the bank on account of age or disability. It also provides certain definite and fixed sums for the families of such officers and employees in case of their death after years of service.

The legal title to the fund is vested in and the control, maintenance and distribution of the fund is entrusted to a board of trustees, consisting of seven members—the president of the bank, four selected by the directors of the bank, and two elected by ballot by the officers and employees from their own number. These trustees are chosen annually and serve until their successors are selected.

As a general rule, no pension is granted unless the officer or employee has completed not less than fifteen years of service in the bank and has attained the age of sixty years. An officer or employee on attaining the age of sixty-five years is retired from the service unless he is retained for special reasons. Female employees, on attaining the age of fifty-five years, are retired from the service of the bank and, if they have been in the service continuously for fifteen years, they are eligible to a pension. Special cases are passed upon by the board of trustees.

The pension allowed to officers and employees is on the basis of one-fiftieth of their salary at the date of retirement for each year of service but the maximum pension is subject to the following limitations.

1. In no case shall it exceed thirty-five fiftieths of the salary.
2. On a salary not exceeding \$10,000 it shall not exceed \$4,000.
3. On a salary not exceeding \$15,000 it shall not exceed \$5,000.
4. On a salary not exceeding \$15,000 it shall not exceed \$6,000.

Employees' Relief Association United Alloy Steel Corporation

A new employees' relief association of this company will become effective January, 1924. The dues and initiation are to be set at an amount which will permit the payment of the following benefits:

- (a) Fifteen Dollars (\$15) per week in case of sickness after the first week for thirteen weeks with an additional four weeks if approved by the officers.
- (b) Fifteen Dollars (\$15) per week after the first week for thirteen weeks for any accident not covered by the State Workmen's Compensation Act.
- (c) Two Hundred Dollars (\$200) death benefit, (this death benefit is in addition to that provided by the plan of the employees insurance and the Workmen's Compensation Act).

Based on former experience, this schedule of benefits can be paid from an entrance fee of fifty cents per person and monthly dues of fifty cents per person. It is understood that, if at the beginning of any quarter the accumulation of surplus by the association is in excess of the amount which in the opinion of the directors must be carried as a reserve, for the succeeding quarter the dues will be reduced, such reduction to depend entirely on the actual experience of the relief association.

THE MANAGEMENT INDEX

Reviews and Abstracts

Human Efforts and Human Wants. An Interpretation of Economic Activity in Relation to Human Life. By Logan G. McPherson. Harcourt, Brace and Company, New York, 1923. 318 pages.

There is a need, a very great need, for a simple popular statement of economic laws and forces and the interplay of these with human life. Mr. McPherson attempts to meet this need in his new book. It is labeled as follows on the front page of the wrapper: "By reducing the great economic laws to their lowest terms and economic phraseology to the simplest expression, the author has sought to make the significance of economic activity clear to the man in the office, on the street, on the farm, to the family in the home, and the youth in the schools."

We are sorry to feel obliged to record our belief that in this attempt Mr. McPherson has not succeeded and that "to the man in the office, on the street, on the farm, to the family in the home, and the youth in the schools" his book will make economics an even more dreary science.

He has built up a terminology which he proceeds to use constantly, consistently, and scientifically until his statements seem to take on the character of algebraic formulæ which is not a common language with the persons mentioned above, and not a popular one. While the statements may be accurate and scientific, they will be no more readily understood by these persons than is Herbert Spencer's famous definition of evolution which he declares to be "a change from an indefinite incoherent homogeneity to a definite coherent heterogeneity through continuous differentiations and integrations."

When the author wishes to make plain that producers of goods often are obliged to hold them for a time before they can be sold and the pay for them received, and that unless they have surplus funds to continue producing, they must borrow on the goods he puts it this way:

"Stocks of substances, of intermediate utilities, of final utilities, may be held awaiting sale by those responsible for their production. Wholesale and retail dealers always have stocks of final utilities awaiting sale. Reimbursement is not received for the exchangeable dollars expended in their production until they have been sold. Those responsible for their production may or may not be in possession of exchangeable dollars sufficient to pay for continuing production during the intervening period. If they are not and if they are to continue in production exchangeable dollars must be received

in advance of the sale of the utilities held in stock.

"Exchangeable dollars cannot be so received except from those who possess exchangeable dollars and are willing to transfer the utilization of them. The producers with accumulated stocks may obtain such right to utilization of exchangeable dollars accumulated by others by pledging the accumulated stocks of utilities until they are sold."

For this illustration we have not taken an extreme case. To be convinced read the following statement which concludes Chapter XIX:

"Although all of the dollars received at any time for a total volume of substance, intermediate utilities, or final utilities might conceivably be expended for final concrete utilities and thus the total volumes of substance, intermediate utilities and final utilities for which a certain total of dollars had been received would have the ratio of exchange of the final concrete utilities then in existence the production of the utilities from which were obtained the dollars so expended would cease."

The first three parts of the book, 187 pages, are written in this style.

Parts IV, V and VI are much more simply and interestingly written proving that the author can write in this way if he desires to.

We have attempted to evaluate the book only on the basis of the need it attempted to meet. With some other aim and use in mind the evaluation would be very different.

ALVIN T. SIMONDS,
President, Simonds Saw and Steel Company.

An Introduction to the Principles of Industrial Administration. By A. P. M. Fleming and H. J. Brocklehurst. Isaac Pitman & Sons, Ltd., London, 1922. 140 pages.

The authors point out that the prosperity of every person and every class depends essentially on a healthy state of a country's industry. They point out the interdependence of industries and how the development of a new industry enhances the prosperity of the whole community. They point out, also, that every person and every industry function both as consumers and producers and that, therefore, there is no such thing as a group of exclusively producers' interests opposed to a group of exclusively consumers' interests.

They point out the importance of productive and transportation efficiency as essential to a manufacturing country which must support a much larger population than would be possible from agriculture and mining alone.

The historical development of industry is sketched out along the lines of other works on industrial history and industrial economics.

The development of modern corporations and industrial combines is discussed together with an outline of profit-sharing, municipal ownership, nationalization of industries and guild socialism.

With this view of the economic and social aspects of industry as a setting, the authors discuss the technique of industrial organization, beginning with the location and site, building and plant arrangement, the production organization and the commercial organization. In the last named division, three functions are discussed: securing markets, supplying markets, and maintaining markets.

The financial organization is discussed not only from the viewpoint of accounting, but also from the standpoint of financial control.

The chapter on Labor discusses training and selection of employees and systems of wage payments.

The chapter on Management deals with modern management organizations, the Taylor philosophy of management, and industrial research.

"The State in Relation to Industry" is the title of a chapter which deals with British legislation on Workmen's Compensation, Health and Unemployment Insurance, and Labor Exchanges.

In the final chapter, entitled "The Trend of Industry," the authors state that while industry in pre-war times afforded a means of existence, in the new period it will have to provide not only existence but also means for the higher development of mankind and that, throughout all industrial life, increasing attention will be paid to the human element.

HUGO DIEMER,
*Director, Industrial Management Division,
LaSalle Extension University.*

The Making of an Executive. By A. Hamilton Church. D. Appleton & Company, New York, 1923. 457 pages.

This book would help any business specialist—accountant, salesman, traffic man, etc.—to gain quickly knowledge of essentials of the phases of business other than his specialty. It would serve well as a textbook (necessarily supplemented by much other material) for a class of junior executives or as a guide to the teacher of such a class in making his curriculum.

The author has attempted to crowd a discussion of the major phases of business into one book and, because of his extensive knowledge, has admirably succeeded as far as four hundred and forty-five pages of ordinary size would permit. Consequently, the text lacks the elaborations essential to the beginner; and, perhaps for the same reason, the originality necessary to make helpful reading for the experienced executive.

The character of the material is indicated in this quotation from the text: "the objective of special study and training for executive positions is the systematic acquisition of the knowledge that has been found necessary to those who have held such positions in the past." Emphasis is laid on the "acquisition of knowledge" of business methods; deplorably slight consid-

eration being given to the self-development of the would-be-executive along other lines, as by general studies in Economics, History, Science, etc.; by studies of related businesses; or to the man himself. Indeed the author feels, properly maybe, that "a silk purse cannot be made of a sow's ear." He says: "It is not, of course, possible to teach executive ability, since the aspirant must bring moral and physical qualifications of his own to the task, beyond the power of others to provide if he does not possess them." The author might, at least, help his reader to decide whether he possesses the "natural gifts" necessary for success as an executive.

Much is said, again and again, of supervision of routine procedure; of methods of statistical control; and little indeed on the development of creative ability in the individual.

Each chapter is followed by a set of questions and problems which can be answered easily, directly from the text. These exercises would be greatly improved by modifications which would demand originality of the reader.

The book could be further improved greatly by the addition of references, tied to the text, to enable the reader to delve deeper into the subjects which may not be clear to him because of the brevity of the treatment—one paragraph is given to such important matters as profit sharing, training of salesmen, and the very important problem of the organization of personnel.

The author has made the pioneer's attempt, for which many readers will be grateful; and whatever there is of adverse criticism will come from those who doubt whether an executive can be made by one book.

J. D. GILL,

Head of Personnel Department, The Atlantic Refining Company.

Personnel Management. By Walter Dill Scott and Robert C. Clothier. A. W. Shaw Company, Chicago, 1923. 635 pages.

In this new book, the authors, with a wealth of experience from which to draw, have taken the basic principles of personnel management and have discussed them adequately and accurately in terms of their relationship and application to problems of management.

In the early part of the book, there is presented the historical development of the personnel movement and the rise of the idea that a vital productive force lies in the proper utilization of the special aptitudes of individual workers. Then follows a completed description and discussion of the various methods, scientific tests and instruments employed by forward thinking and progressive concerns in determining special aptitudes and utilizing them to the best advantage in economical operation.

It being utterly impossible to cover the whole field of personnel relations in industry within a single volume, the authors certainly have had considerable success in discussing the major phases of personnel management,

briefly and adequately. Volumes could be written about such phases as co-operative management, profit sharing, pension plans, training, supervision, etc., and not half the truth be told. The question arises whether a voluminous discussion would increase the value of the work. The authors have purposely avoided this, realizing that personnel management is a progressive study for what is accepted as truth today may be but part of the truth tomorrow.

Executives interested in the solution of the personnel problem should find this book of exceeding interest and inestimable value. It offers lists of references to the many complex phases of this problem. Following each chapter, the authors offer the best available references on the subject discussed. This feature alone should give worthy service to the executive not having access to bibliographical references. In addition, sample charts and forms are suggested and explained.

In the appendix to the general discussion contained in the book, the authors have included some particularly interesting material, this being divided into four sections; the experimental development of the graphic rating method, a plan of apprentice training, labor turnover, and typical reports and surveys.

In conclusion, it might be said that this is a decidedly worthwhile book for all students and observers of the personnel problem. Just as the "Employee Informational Booklet" discusses the relationship between that group and employer, this book, in turn, discusses for the employer his relationship with his employees. The work should serve as an "Informational Booklet for Employers."

WILLIAM H. LANGE,

Employment Manager, Tuttle & Bailey Manufacturing Company.

Business Cycles and Unemployment. By the Committee of the President's Conference on Unemployment. McGraw-Hill Book Company, New York, 1923. 405 pages.

The existence of unemployment is a challenge to the whole industrial system. That it has been hitherto successfully ignored in the main is apparent by the fact that "the unemployment figures fail to tell us the number of unemployed." However, "Business Cycles and Unemployment" aims, with what material is available, to present facts which ought to be considered by those who have responsibility for forming policies.

The remedies proposed for unemployment are as follows:

- a—Stabilization of production.
- b—Treatment of orders as legal contracts.
- c—The use of construction work as a balance wheel.
- d—Control of credit.

e—Employment offices and unemployment insurance.

f—Business statistics as a means of control.

The first section covers a mere handful of organizations which have tackled the problem gallantly and have in a large measure been successful. These companies follow the principle of selling what they make rather than making what they sell hand in hand with the acceptance of responsibility for unemployment should it occur. Such far-sighted employers as Dennison, Hickey-Freeman and Joseph & Feiss are among the number.

Another proposal is that of treating orders as legal contracts, a perfectly legitimate aspiration on the part of the manufacturers, which would act as a brake on incautious buyers and keep the speculators of boom times out of business.

Next in order is the proposal, often before made, to use construction work as a balance wheel in building, in railways and in public works. The difficulties are, of course, many. All the great manufacturers are building in depression, and then taking full advantage of the expansion following. The others have too little money in depression and only build in boom times on orders in sight. Railroads are often in the same plight.

Public works ought to be on a different basis, and the Government could spend money on a scale varying with the condition of the labor market. The administrative difficulties are great; the relative amount that can be spent is small and the location of public works is seldom coincident with the industrial labor supply. It is instructive to note that tax-free bonds, issued to the extent of \$1,383,000,000 in 1921, however useful in reducing income tax, were only partly used in public works. Nevertheless, "The long-range planning of public works and of the purchase of supplies seems to be one of the simplest and most promising devices for stabilizing industry and employment."

The control of credit, as indicated by an index number founded on a more thorough knowledge of the business cycle, might be of service. The bank rate would be adjusted according to the rise and fall of prices as indicated by the index number.

A national system of employment offices, while not a remedy for unemployment, is an administrative necessity in its control and adjustment. Unemployment insurance, generally objectionable in essence, would add one more stimulus towards prevention. It would act as a penalty to the employer for failure to provide work. "Prevention is achieved when the cost of non-prevention is greater than that of prevention."

Business Cycles and Unemployment is an able exposition of the means whereby unemployment might be reduced, and may be heartily recommended to employers in their own interests as well as in that of the worker.

J. D. HACKETT,
Consulting Engineer.

Scientific Office Management. By W. H. Leffingwell. A. W. Shaw Company, Chicago, 1917. 260 Pages.

Though not a book of comparatively recent origin, this study should be of considerable value to the office executive who is desirous of conducting office management as scientifically as possible.

The book is really a report on the results of applications of the Taylor system of scientific management to offices, supplemented with a discussion of how to obtain the most important of these results. The scientific features which Taylor introduced into industrial management, such as planning, standardization and layout, are suggested by the author as applicable to office management. It is shown how these principles have been actually adapted and applied to office procedure. The author points out that the application has been successful in the Curtis Publishing Company, Montgomery Ward & Company and Chicago Ferrottype Company. This list might be augmented by a great many more organizations which have made successful use of these principles since the publication of this book.

Actual Business Correspondence. By P. H. Deffendall. The MacMillan Company, New York, 1923. 267 pages.

A fact seldom realized by students is that the writing of good business letters is one of the best paid of all office tasks. So important is good business letter writing that many engage in it as a business, producing and selling to others letters that will increase the volume of trade.

This book lays claim to the attention of commercial teachers and students for five reasons:

1. Adaptation of the Project Method. Most correspondence texts intended for commercial students are satisfactory only as to the teaching of form. This book, in addition to teaching form teaches facility in composition.
2. Practical and Modern Subject Matter. Every letter in the book is a business letter and all important classes of business letters are presented.
3. A Text for Beginners. The principles taught are of universal application and easily understood by one unfamiliar with business correspondence.
4. Elimination of Old-fashioned Phrases. The book suggests the substitution of forceful and natural expressions for antiquated phrases.
5. Use of Scientific Salesmanship as Basis of Good Letter Writing. The author bases his teaching upon the solid groundwork of scientific salesmanship and shows the student how to follow the recognized selling process of audience, attention, interest, desire, and action.

Industrial Organization. By John Lee. Prentice-Hall, Inc., New York, 1923. 119 pages.

The author has made an attempt to gather in conveniently concise form what is really a mass of information on various recent developments of industrial organization throughout the world. In so far as it draws conclusions, those conclusions are comparative rather than definite. It is not the object of the study to build up any theory of industrial organization. The last chapters of the book present a summary of the direction of the main tendencies so far as it is possible to summarize them, but while that summary includes some conjecture the conjecture is both tentative and hesitant.

Those interested in the problem of human relationship in industry should find this book of considerable value. The various methods by which industrial relations are amicably carried on in the principal countries of Europe and in the United States are explained and compared in complete though brief form. Past and present tendencies in France, Germany, England and the United States are discussed by the writer.

Problems of Office Practice and Business Styles. By Harold Strumpf. Gregg Publishing Company, New York, 1922. 260 pages.

The author of this book is head of the Department of Office Practice of Morris High School, New York. He bases this book on his experience which has been obtained through direct classroom contact with the student of high-school age, unfamiliar with office routine and business procedure.

The book is really intended as a text book for use in intermediate schools. Typical questions regarding office procedure are answered in comprehensive form.

Subjects discussed in the book are:—

1. The business letter—its parts.
2. Letter placing.
3. The typewriter.
4. Tabulation and arrangement.
5. Filing and indexing.
6. Postal information.
7. Offices appliances.
8. Alphabetizing.
9. Suggested course of study and syllabus.
10. Typewriting tests.

The inexperienced teacher of office practice should obtain from this book considerable aid in outlining the course of instruction. The complete syllabus and weekly syllabus suggested might serve as the basis of such a course.

Women and Labor Movement. By Alice Henry. George H. Doran Company, New York, 1923. 241 pages.

The book contains a simple and humanly written record of the steady growth of organization among women in all branches of industry in the United States. As far back as 1851 there were the Female Labor Reform Associations, trade unions in spite of their neutral titles, and toward the end of the century, women were represented in the American Federation of Labor. The Working Women's Congress, the first world gathering of women which presented its demands to the Labor Conference of the League of Nations, is perhaps the highest development up to the present day. The accounts of the newer organizations have been taken chiefly from their own official literature and printed records of their experiences and activities.

The author states the facts of the case as follows:

1. "Women are in industry in large numbers and are entering new trades.
2. "They work too often under inhuman conditions.
3. "For the most part they are unorganized and have only just acquired the power of the vote.
4. "Not only do they suffer from overwork and underpay, but working under such disadvantages, they necessarily become underbidders to men, and seriously weaken what ought to be the solid front of organized labor.
5. "As the mothers of the race, they are being injured in regard to this function."

The Prospects of Industrial Civilization. By Bertrand Russell in collaboration with Dora Russell. The Century Company, New York, 1923. 287 pages.

The authors believe that unless we have, along with the highly developed industrial civilization in which we all live as our familiar atmosphere, socialization of production and distribution as well as internationalization of both, and a genuine popular development of international thought, we shall have conflicting passions mounting so high that this civilization which we know today will have destroyed itself within the next hundred years.

The authors are not without hope that society may ultimately be organized on a basis of socialism and internationalism. If that does come to pass, they believe that, while organization will be heightened even beyond our present state, and the freedom of the individual in his economic life will be diminished, it will be less and less constricted by the primitive necessity of merely providing food, clothing and shelter.

It is a possibility, the authors incidentally point out, that the United States may become the master of all the other nations, with Canada and Mexico standing by her side as subordinate allies.

Changes in the Cost of Living—July, 1914 to July, 1923. Research Report Number 63, National Industrial Conference Board, New York, 1923. 36 pages.

This is the sixteenth in the series of studies of this subject published by the Board. In this report, conditions in July, 1923, are compared with those in July, 1914, which is the base period, and also with those in July, 1920, and March, 1923.

The figures shown are general averages based on a wide study of conditions in different sections of the country and are broadly representative of the country as a whole.

651. OFFICE MANAGEMENT

651.2 Equipment: Fixtures, Furniture, Furnishings, Decoration, Mechanical Appliances

What Do You Know About Office Lighting? By C. E. Johnson. *The Office Economist*, September, 1923, pp. 3-4.

A few suggestions are offered as to how an office can best be lighted.

How to Increase Your Filing Efficiency. By Fred E. Kunkel. *The Office Economist*, September, 1923, p. 7.

The writer points out that a good filing system should create the desire to run the file to find and file all papers quickly.

651.3 Organization: Job Analysis, Employment, Pay

A Practical Plan for Rating the Efficiency of an Office Organization. By W. H. Leffingwell. *Bulletin of the Taylor Society*, October, 1923, pp. 178-188.

This is an effort to apply the principles of scientific management in rating the efficiency of the office organization. The result is embodied in an examination and rating plan which was put into actual operation in April, 1923.

lyzed with the aim of discovering relations that may suggest possible improvements in employment practices."

A Union for Bank Clerks. *The Literary Digest*, November 17, 1923, p. 16.

A digest of articles discussing the effort being made to organize bank clerks in the leading New York banks is given. It is interesting to note that these articles, in general, admit the factors leading to such a movement but opinions differ as to probable success.

A Statistical Study of a Group of Specialized Office Workers. By Arthur W. Kornhauser. *Journal of Personnel Research*, July, 1923, pp. 103-123.

"The inquiry reported in this paper is concerned with the personal qualifications and efficiency records of several hundred Elliott-Fischer bookkeeping machine operators employed in the offices of a large public service corporation. Information regarding these individual workers is ana-

The Bank O. K. of Feminine Balance.

By Anne Seward. *The Burroughs Clearing House*, November, 1923, pp. 16-18.

The fading line of sex in bank advancement and a woman's view of the best methods of employing and training women are discussed in this article.

Classifying the Office Worker. By William L. Stoddard. *Management and Administration*, September, 1923, p. 340.

A few months ago, the Boston Chamber of Commerce undertook to begin a system of collecting information about salaries in the clerical profession. To do this thoroughly, office occupations had to be grouped into classes. This grouping is discussed in this article.

Tests for Office Occupations. By C. S. Yoakum and Marion A. Bills. *The Annals*, November, 1923, pp. 60-73.

In selecting clerical employees three sources of information are: (1) a carefully filled-out personal history blank; (2) an interview with the applicant and (3) tests to determine ability and skill to handle the job. This article deals with the third item, namely, tests.

651.4 Administration: Regulations, Training, Communications, Supplies

What About the Teller as Salesman?

By Vernon C. Leftwich. *The Burroughs Clearing House*, September, 1923, pp. 18-20.

This describes what some banks are doing in the direction of salesmanship and training the men who meet the public.

658. PLANT MANAGEMENT

658.1 General: Promotion, Finance, Organization

Bringing Management Up to Date.

By H. A. North. *Management*, November, 1923, pp. 39-42.

Its general manager describes how the Union Special Machine Company of Chicago, which had got out of executive control, was successfully reorganized on the staff-and-line plan.

Executives I Have Met. By Bill Haley.

Management and Administration, October, 1923, pp. 457-458.

A foreman describes the various types of executives with whom he has come into contact. Description is given in rather an interesting fashion.

illumine scientific management by describing it in terms of business with which all are familiar and by comparing some of its essential features with those of more familiar types of management.

Cooperative Business Research. By W.

V. Bingham. *The Annals*, November, 1923, pp. 179-189.

The rise of the cooperative research bureau, made up of the university on the one hand and the world of practical affairs on the other, is discussed and prediction is made as to its future.

Unsystematized, Systematized, and Scientific Management. By Henry P.

Kendall. *Bulletin of the Taylor Society*, October, 1923, pp. 189-200.

All types of management broadly seem to fall under the three heads named. It is the particular object of this article to

How to Get Managerial Co-ordination of Sales and Production. By W. W.

Kincaid. *Printers' Ink*, November 1, 1923, pp. 165-166.

The article suggests that "the responsibility for co-ordinating the heads of the various departments into a working unit must always rest with the chief executive.

A Cost Comparison in Handling Materials. By Shellman B. Brown. *Management and Administration*, November, 1923, pp. 611-616.

Mechanical equipment is contrasted with hand labor at the Warren Foundry and Pipe Company, showing the balance in favor of the former.

An Ideal Factory Organization. By A. D. Denning. *Industrial Welfare*, October, 1923, pp. 289-293.

This article attempts to convey the idea that a definite scheme of administration is possible and applicable to small or big concerns. Recourse is made to charts and diagrams to show the basis of such an organization.

Organizing to Prevent Breakdowns. By B. M. Maynard and F. C. Everett. *Factory*, 1922, pp. 454-457.

Two of the members of the staff of Miller, Franklin, Bassett and Company describe how "a stitch in time will save nine." This is particularly as regards preparation of plant and personnel for possible breakdowns.

Industrial America Embattled. By Grosvenor B. Clarkson. *American Industries*, November, 1923, pp. 11-20.

The conscription of the brains of the country for the War Industries Board is described in this article as "the co-ordination of the human factors in our war machine."

658.2 Plant: Location, Material, Design, Lighting, Heating, Ventilation, Power, Equipment

Easy Handling of Heavy and Awkward Load. *Management and Administration*, November, 1923, p. 598.

This is a discussion of the characteristics and advantages of a truck having a hoist as a part of the truck.

The Effect of Plant Location and Machine Grouping on Profitable Management. By Dexter S. Kimball, *Management and Administration*, November, 1923, pp. 599-604.

This is the fifth in the series of articles describing "The Organization of Modern Industry." Basic principles which affect the plant design and arrangement and which have their roots in shop processes are discussed in this article.

Conveyors Double Plant Output. By W. A. L. Schaefer. *Management*, November, 1923, pp. 62-64.

The Jointless Fire Brick Company of Chicago, found that conveyors, used to replace seven men in heavy material handling, saved over \$10,000 a year in labor alone.

Practical Problems of Factory Life.

By May Smith. *Industrial Welfare*, October, 1923, pp. 286-288.

This is a general discussion of environmental conditions in the industrial plant. For rough purposes, the writer considers two groups of environmental conditions:

1. The general factory conditions such as ventilation, lighting, heating, routing, cleanliness, order, general arrangement of hours, etc.
2. The people under whom and with whom one works.

Getting an 800% Increased Haulage at a Lower Cost. *Factory*, November, 1923, pp. 618-619.

The superintendent of factory traffic of the B. F. Goodrich Company describes a system of inter-mill transportation planned with the care and forethought of a large railroad company and which is brimful of useful ideas and suggestions applicable to the transportation problems of any factory, large or small.

658.3 **Industrial Economics: Labor and Capital, Law of Labor, Wage Theory, Legislation, Immigration, Socialism, Communism, Co-operative Factories, Duration of Work**

Comparative Study of Cooperation in Various Countries. *Monthly Labor Review*, October, 1923, pp. 184-190.

The October, 1920, issue of this review contained comparative statistics showing the development of the cooperative movement. In this article, an attempt has been made to bring that information up to 1922 or up to the latest year reported.

Organizing for Prosperity. By John H. Leighton. *Leighton's Magazine*, October, 1923, pp. 7-10.

The writer believes that organizing for prosperity must begin with the guarantee of a permanent job to labor. Labor thinks, that, if it could have such a job, it would be entirely satisfied and could face the future with a smile.

Expansion of the "Family-Wage" System in France and Belgium. By Mary T. Waggaman. *Monthly Labor Review*, October, 1923, pp. 1-17.

A brief resume is given regarding the expansion of this system in France and Belgium. The material includes reports of national labor departments and of committees and commissions of inquiry, representing respectively labor and industrial interests.

Work of the Ministry of Social Policy in the Kingdom of the Serbs, Croats and Slovenes. *International Labour Review*, October, 1923, pp. 485-502.

This ministry has been engaged in the development of social legislation since its creation in 1918. Among its various duties, it unifies the different measures in force for the protection of workers and for social progress.

Review of Compensation Legislation for 1923. By Lindley D. Clark. *Monthly Labor Review*, October, 1923, pp. 150-162.

The practical results of the year's legislation are given as far as available at this time. The summary notes only substantive changes as compared with those of administrative effect and does not go into full detail in regard to all of them.

Labor and Its Money. *The Nation*, November 14, 1923, p. 545.

The report of the executive council of the A. F. of L. states that twenty-three labor banks are actually doing business or about ready for it and some twenty more are in course of organization. This is a discussion of this report.

658.41 **Employment: Department, Supply of Labor, Classification of Employees, Selection, Tests, Maintenance, Transfers, Promotion, Separation, Turnover, Re-employment**

Fact and Fable in Character Analysis. By Knight Dunlap. *The Annals*, November, 1923, pp. 74-80.

Many methods for "sizing up" men and for doing it quickly have been devised. Many systems of estimation have been put forward and the article discusses them and comments on their utility and value.

Tests for Trade Proficiency. By J. Crosby Chapman. *The Annals*, November, 1923, pp. 45-59.

The purpose of this article is to describe the procedure used in the construction of the Army Trade Tests and to point out their applicability to the wider industrial situation.

An Experiment in New Methods of Selecting Policemen. By Edward M. Martin. *National Municipal Review*, November, 1923, pp. 671-681.

A recent study, conducted in Newark, N. J., of the application of mental tests to the selection of policemen rendered very encouraging results. The method is here described.

A Critical Examination of the Usual Employment Methods. By A. T. Poffenberger. *The Annals*, November, 1923, pp. 13-21.

The writer suggests that a layman, looking upon the changes taking place in vocational methods gets the impression that those interested in vocational work are in either of two classes. The one offers quantitative methods of measurement and classification while the other is satisfied with qualitative distinction and groupings.

The Irrational Factor in Human Behavior. By Elton Mayo. *The Annals*, November, 1923, pp. 117-130.

If some inorganic material prove obdurate to industrial process, chemists and physicists are employed to discover why. The writer suggests similar procedure with regard to the human material of industry.

The Motives-in-Industry Problem. By Arthur W. Kornhauser. *The Annals*, November, 1923, pp. 105-116.

This article discusses attempts that have been made to deal with the problem of motives in terms of instincts and the like and indicates the lines along which a more critical view may be developed.

Factors Affecting Human Efficiency. By Edward S. Robinson. *The Annals*, November, 1923, pp. 94-104.

The actual factors which operate to determine efficiency are innumerable. The article indicates some of the principal ones as:

1. Practice or repetition.
2. Too continuous work.
3. Distractions.

Why Women Change Jobs. *Factory*, October, 1923, pp. 468-469.

Employers, themselves, or trained investigators are generally the ones who seek solutions to labor turnover problems. This is a constructive article, inquiring into the reasons why women shift from one job to another, by a woman who was herself a factory worker in Toledo for several years.

Psychological Tests in Industry. By Henry C. Link. *The Annals*, November, 1923, pp. 32-44.

The writer points out that his experience gained through investigations reveals the utmost confusion of thought and practice in regard to psychological tests of the various kinds. A technical discussion of tests and of the future for tests is included.

Applying Psychology to Business. By Forrest A. Kingsbury. *The Annals*, November, 1923, pp. 2-12.

To give a careful estimate of the actual achievements of psychologists in business undertakings is the purpose of this article. It suggests two trends, namely, "applied psychology" and "pure psychology."

Employment of Disabled Ex-Service Men. *Industrial Welfare*, 1923, pp. 296-297.

This is a short account of the manner in which the management of the Glasgow Corporation Electricity Department has approached the problem of providing suitable employment for disabled (limbless) ex-service men.

Psychology in Business—in England, France and Germany. By Morris S. Viteles. *The Annals*, November, 1923, pp. 207-220.

The first impulse of experimental psychology in the United States was really received from Europe. Its development has led to a stimulation of business psychology in Europe. The writer discusses the results of this stimulation in England, France and Germany.

658.44 Employee Service: Hygiene and Sanitation, Safety, Health Supervision, Living Conditions, Lunch Rooms, Company Stores, Morals, Recreation

Industrial Accident Experience Data.

By J. D. Hackett, *Management and Administration*, November, 1923, pp. 649-659.

"In order to give to the manager the worthwhile facts by which he can judge of the relative standing of his own concern in number and nature of accidents and to enable him intelligently to plan and accomplish accident prevention work, with its resultant labor economy, the present investigation has been made. Facts have been gathered from a wide variety of reliable sources, including industries, trade, technical, and safety associations, and state and national government reports."

Decline and Fall of the "Full Dinner-Pail." *The Literary Digest*, November 3, 1923, pp. 52-57.

Some fifteen thousand employers, says a man who has recently been investigating the subject, have already arranged dining-room facilities for their workers and the number is increasing every month. This is a discussion of the demise of the dinner-pail and the widespread increase of plant dining-rooms.

A Traveling Cafeteria to Keep Men on Their Jobs. *Management and Administration*, October, 1923, p. 478.

During the long morning working hours, the men often get hungry and interrupt their work to go off the job to eat a bit of their lunch. A New England factory overcomes this by permitting a man with a cart to go through the plant selling milk and sandwiches.

The Foreman's Responsibility in Safety.

By Frank Morris. *American Industries*, October, 1923, pp. 19-20.

The writer believes that a foreman who is interested in safety can do more to prevent accidents to his men than all the safeguards that may be installed.

Accident Occurrence in the Iron and Steel Industry, 1922. By Lucian W. Chaney. *Monthly Labor Review*, October, 1923, pp. 131-140.

Bulletin 339 of the Bureau of Labor Statistics brings the accident statistics of the iron and steel industry up to the year 1921. This article extends the consideration to the year 1922.

658.447 Training and Education: Continuation Schools, Foreman Training, Apprenticeship, Company Libraries, Vestibule Schools, Bulletin Boards, Co-operation with Public Schools and Colleges; Employee Publications, Management Training, Technical Training

Success Based on Personnel. By W. E. McGuirk. *Management*, October, 1923, pp. 86-90.

The president of the Yellow Taxi Corporation attributes the company's rapid growth and success to training its drivers in courtesy, honesty and safety.

The Function of Psychology in the School of Business Administration.

By Karl G. Miller. *The Annals*, November, 1923, pp. 200-206.

The writer prophesies that within the next decade psychology will have taken its rightful place as a fundamental subject of the business curriculum.

Making the Employee Publication Really Pay. By D. C. Vandercook. *Factory*, November, 1923, pp. 613-614.

This is the first of a series of articles on employee publications. This particular article discusses management's share in helping its personnel magazine to succeed.

Teaching the New Ways to Handle Men. By Fred. H. Rindge, Jr. *The Nation's Business*, November, 1923, pp. 49-52.

Since management of men has grown to be the cornerstone of success in industrial management, those entrusted with the management function must

have greater understanding in human relations. This article suggests that every college student, a future leader in industry, should go through a human engineering experience before undertaking the responsibilities of leadership.

How Shall the Foreman Study? By J. K. Novins. *The Dodge Idea*, October, 1923, p. 10.

The various methods by which foremen may study are discussed in this article. The foreman club, factory council, industrial school, correspondence courses and standardized group study are considered and their merits put forward.

658.45 **Benefit Systems: Employers' Liability, Workmen's Compensation, Group Insurance, Pensions, Thrift and Investment Plans, Stock Subscription, Mutual Benefit Associations**

The Encouragement of Thrift. By Evan Hughes. *Industrial Welfare*, 1923, pp. 293-294.

This is a description of the work of the National Savings Committee of Great Britain, which renders assistance in starting savings associations throughout the Empire.

Fraternal Sickness Insurance. By Joseph H. Woodward. Paper read before the Fraternal Actuarial Association, French Lick, Indiana, August 27, 1923.

This is quite a detailed discussion of fraternal sickness insurance—its extent, synopsis of plans in use and formulae used.

658.46 **Labor Relations: Organized Labor, Strikes, Boycotts, Lockouts, Collective Bargaining, Arbitration, Conciliation, Mediation, Employee Representation**

A New Wrinkle in Clothing. *The Literary Digest*, October 20, 1923, p. 12.

Articles discussing the new unemployment insurance plan of the clothing industry of Chicago are digested and discussed.

How 80,000 Employees and Employers Co-operate. By J. B. Fitzgerald. *Leighton's Magazine*, October, 1923, p. 15.

The Loyal Legion of Loggers and Lumbermen is neither an employers' nor an employees' association. It is an attempt on the part of the more intelligent members of both groups to utilize the best in

both forms of organization. Friendly co-operative effort and frequent conferences of the interested men take the place of threats, demands, lockouts and strikes.

Analysis of A. F. of L. Convention. By Noel Sargent, *American Industries*, November, 1923, pp. 31-32.

This article points out that what this organization is reported to have proclaimed, and the actual record seem to have lines of demarcation that are of pointed interest when weighed in light of cold comparison.

The "Newer Freedom" for Labor. *The Literary Digest*, October 20, 1923, pp. 10-12.

A digest of comments of various periodicals

discussing the recent annual report of the Executive Committee of the American Federation of Labor is contained in this article.

658.51 Planning: Job Analysis, Routing, Scheduling, Despatching, Standardization

Posting and Using the "Tell-Tale" Control Board. By Chester B. Lord. *Management and Administration*, November, 1923, pp. 617-621.

Two previous articles have stated the principles underlying the exception method of management and the visualization of control facts and described the Tell-Tale control board as a management device. This paper shows how the facts are posted on the control board and how the Tell-Tale indications bring action.

Simplification Does Pay. By E. M. Rogert. *Factory*, November, 1923, pp. 598-601.

The general manager of the United Brass Manufacturing Company describes an experience in a 200-man plant. He sums up the experience with simplification as follows:—

1. "It decreases time of work in process.
2. "It eliminates idle machine time, unprofitable short runs, and frequent set-ups.
3. "It eliminates the piling up of orders in assembly.
4. "It reduces the capital tied up in general stores and finished stock.
5. "It enables us to turn out a better quality of work because of repetitive processes and special equipment."

Job Analysis for Employment Purposes. By Franklin Meine. *The Analysts*, November, 1923, pp. 22-31.

What is the nature of job analysis work? How does psychological training aid in making a job analysis? These two questions are the task of this paper.

Planning—Its Place in Cost Control.

By R. W. Darnell. *Management and Administration*, November, 1923, pp. 605-610.

A planning system is a dividend payer in any plant. Its essential records, when accurate, provide a foundation for the cost system which then becomes a by-product of the factory system.

Planned Repetitive Manufacture of Heavy Equipment—Steel Coal Cars.

By William B. Ferguson. *Management and Administration*, November, 1923, pp. 585-592.

This article discusses manufacturing to order or on contract a small number of articles of the same design as compared to the usual repetition manufacturing or production in large quantities.

A Workable Planning System for the Moderate Sized Plant. By A. F. Erickson. *Factory*, November, 1923, pp. 611-612.

The superintendent of the All-Steel-Equip Company describes the system used in that organization. This method involves no large force of clerks nor does it necessitate intricate and confusing schedules which make for errors and mistakes.

Organization and Control as a Means of Increasing Man-Power. By H. N. Stronck. *Management*, November, 1923, pp. 46-48.

The article points out that co-ordination effected through executive control overcomes the evils of sub-divided work and responsibility.

658.54 Rate Setting: Operation Study, Time Study, Motion Study, Fatigue Study, Time Allowance

The Human Side of Time Study. By O. C. Richards. *Industrial Management*, June, 1923, pp. 352-353.

This article points out that the individual entrusted with time study is just as

important as the actual time study procedure. The time study expert must be familiar with the actions of the human element and treatment of the same.

658.55 Incentives: Wage Plans, Methods of Payment, Profit Sharing, Pensions, Competitions, Prizes, Suggestion Systems, Vacations

Piece Work Wage Payment in the Soap Industry. By N. Shapiro, *Industrial Management*, October, 1923, pp. 228-229.

The incentive necessary for all labor has been somewhat difficult to solve for the soap industry. The writer points out a system that promotes good work and good will.

Wages and Hours of Labor in Foundries and Machine Shops, 1923. *Monthly Labor Review*, October, 1923, pp. 59-61.

Average earnings per hour, average full-time hours per week, and average full-time earnings per week in 1923 for employees in foundries and machine shops in the United States are presented here.

Combining Time Card and Pay Check. By E. C. Hough. *Factory*, November, 1923, p. 601.

The plans for paying off employees are many and varied. This is a description of a method of combining payment by check based on time cards of employees.

Profit-Sharing in Newspaper Business. By S. R. Rice. *Leighton's Magazine*, November, 1923, p. 18.

The writer relates the story of how William Allen White has solved the employer-employee problem in his newspaper, *The Emporia Gazette*.

658.56 Shop Organization: Methods, Inspection, Tool Room, Discipline, Job Assignments, Salvage, Waste

A Management and Methods Audit. By Frederick A. Waldron. *Management and Administration*, October, 1923, pp. 479-481.

Mr. Waldron advocates an audit of both management and methods to reveal unnecessary losses. He estimates the cost as far below the gains, putting it from \$250 to \$10,000 per year depending upon the extent and frequency of the examination.

Now We Have 14% Less Spoilage. By F. A. Potter. *Factory*, November, 1923, p. 615.

A member of the Westinghouse Lamp Company organization describes the use of an emergency squad to fill gaps when absences in the productive force occur.

Warring on Waste. *Factory*, June, 1923, pp. 766-774.

Successful methods of reducing waste in time labor and material are described.

The "Tell-Tale" Control Board. By Chester B. Lord. *Management and Administration*, October, 1923, p. 467-472.

The discussion shows the device or mechanism by which visualized management is secured and each item selectively emphasized so that it may receive attention according to its needs.

Making Workers Almost Welcome Criticism. *Factory*, November, 1923, pp. 610-611.

How one manager meets this delicate

situation is described in this article. A chart giving the previous day's record bears silent criticism wherever there is need.

658.8 SALES MANAGEMENT

658.81 Organization of Department

Charts That Predict the Slump and Help Prevent It. By D. G. Baird, *Sales Management*, October, 1923, 53-59.

By keeping close track of new prospects, T. J. Doyle, Detroit distributor of Dodge Brothers' cars, is enabled to apply sales pressure where it will produce greater results.

Psychology in the Service of the Life Insurance Business. By C. Frederick Hansen. *The Annals*, November, 1923, pp. 190-193.

The possibilities of psychological science as applied in life insurance companies are very great. Only a beginning has been made. At least the principles and the methods are being used.

Understanding the Consumer's Mind.

By Harry Dexter Kitson. *The Annals*, November, 1923, pp. 131-138.

This market analysis involves a study of everything than can possibly affect the goods either in manufacture or sale and everything that can be affected by them, including sources of raw materials, labor conditions, means of transportation and competing commodities.

Simplifying Salesmen's Reports under

Complicated Sales System. By Arthur Lazarus. *Printers' Ink Monthly*, November, 1923, pp. 60-64.

The Lowe Brothers' plan causes a minimum amount of effort and gets maximum results. The sales records used by this firm and the organization behind it are described in this article.

Profits from Motor Trucks. *Management*, November, 1923, pp. 92-94.

This is an investigation made by the organization publishing this magazine. Performance and cost records were figured on the National Standard Truck Cost System. Examples of profitable truck operation are given.

Solving the Shipping Container Problem. By B. L. Huestis. *Management and Administration*, November, 1923, pp. 575-580.

A direct means of lowering the cost of distribution, one of today's main industrial problems, lies in designing proper containers and loading cars correctly. This factor of distribution is discussed in this article.

Coordination as Business Builder. By William A. Willis. *American Industries*, November, 1923, pp. 21-22.

The enterprise which can successfully co-ordinate the functions of the three groups—that which produces, that which sells and that which consumes—is the enterprise which will win. This article proposes that this co-ordination be performed on a collective basis.

Gerrymandering a Territory to Promote Sales. By Hartwell Chandler. *Printers' Ink Monthly*, November, 1923, pp. 52-55.

How the Scholl Manufacturing Company geared up dealers by making it possible for salesmen to blanket their territories is described in this article.

658.82 Sales Promotion: Letters, House Organs, Advertising

Selling Sales Ideas to Salesman. By Verne E. Burnett. *Printers' Ink Monthly*, October, 1923, pp. 80-84.

The advertising manager of the Cadillac Motor Company describes the booklet put out by the company describing the different kinds of advertising used and explaining sales potentialities which can be developed in the summer.

This Manual Wins Co-operation from All Factors in the Business. By Martin Hastings, Jr. *Printers' Ink Monthly*, October, 1923, p. 52.

The advertising manual of the R. M. Hollingshead Company was prepared so that every department would have a clear idea of advertising policies, thus obviating confusion and mistakes due to lack of knowledge.

Research Methods in Advertising. By Daniel Starch. *The Annals*, November, 1923, pp. 139-143.

The writer suggests that research methods in the field of advertising may conveniently be divided in to two classes:— (a) library or desk research and (b) consumer field research.

George Eastman—Advertiser. By Edward Hungerford. *Printers' Ink Monthly*, November, 1923, pp. 17-18.

George Eastman has been criticized for the unusual forms of advertising which

he has resorted to. His particular hobby has been the Eastman Theatre in Rochester. Its success has been just as great as Mr. Eastman ever anticipated. It has been an important factor in increasing the prominence of the name of Eastman.

What a Salesman Should Know About His Company's Advertising. By Waldon Fawcett. *Salesology*, November, 1923, pp. 21-23.

Illustrations of what the salesman misses by unfamiliarity with the firm's advertising are disclosed in this article. These show just what the salesman should be familiar with as to the advertising policy of the firm.

Building Sales from Consumer Inquiries. By C. B. Larrabee. *Printers' Ink Monthly*, November, 1923, pp. 26.

How advertisers are getting the co-operation of dealers in turning advertising inquiries into definite sales is the basis of this article.

Steady Advertising Produces Steady Employment. By Roy Dickinson. *Printers' Ink Monthly*, November, 1923, pp. 48-51.

Modern merchandising methods enable business to measure up to economic tests. This is the attitude of C. C. Small, president of the Knickerbocker Ice Company.

658.86 Salesmen: Selection, Training, Compensation

Compensation Plans That Pay Salesmen to Carry Out the Firm's Policies. By J. J. Witherspoon. *Printers' Ink Monthly*, November, 1923, pp. 19-20.

A nationally known sales executive who has had considerable experience in every problem in sales management discusses the problem of compensation for salesmen as he has met it in a number of organizations.

Determining the Salesman's Efficiency. By H. G. Kenagy. *Printers' Ink Monthly*, November, 1923, pp. 42-46.

During the last few years, research departments in various concerns and institutions have turned their attention to determining the efficiency of salesmen. The various methods used are discussed quite completely.

What I Consider the Biggest Factor in Selling. By J. Don Alexander. *Salesology*, October, 1923, p. 12.

The writer believes that the biggest thing a sales manager can do to help his salesmen is to provide them with the best proven tools of selling. He points out that the biggest thing a salesman can do is to use these tools constantly.

A Character Analyst Takes a Whirl at the Photographs. By Eugene Whitmore. *Sales Management*, October, 1923, pp. 25-26.

In an effort to learn just what the science of character analysis holds out to the sales manager four photographs were submitted to a well known counsellor for analysis. The results of his study are printed in this article together with charts showing how he locates the various traits by certain facial developments.

How We Teach Window Decorating to Our Salesmen. By Robert J. Shaw. *Printers' Ink Monthly*, November, 1923, pp. 29-30.

The development of green salesmen into decorators of expert caliber is discussed by the advertising manager of Franklin Sugar Refining Company.

How to Make Salesmen Enthusiastic about the Product. By John Allen Murphy. *Printers' Ink Monthly*, November, 1923, pp. 33-34.

The Bowker Chemical Company has found it advantageous to train its salesmen by sending them to an experimental farm where they work in the summer and get first hand information on what the company's products will do. This training gives them a great variety of talking points and general information which they could get only from this kind of work.

658.89 Salesmanship:

A Challenge and an Opportunity. By Aaron M. Jones. *Management*, November, 1923, pp. 43-45.

The president of the United Business Service of Boston, believes that weak-kneed salesmanship is responsible for the phenomenon of factories closing in the face of a demand for their products.

Selling Feats That Brought In Orders.

By Ralph Barstow. *System*, November, 1923, pp. 581-582.

Various factors which may aid in bringing in additional sales are discussed in this article.

What I Consider the Biggest Factor in Selling. By Henry D. Sulcer. *Salesology*, November, 1923, p. 20.

The president of a large advertising agency suggests that the idea of *Something different* as regards the product may be

considered as the biggest factor in selling. He suggests such examples as safety razors, fountain pens, mechanical pencils, safety pins, etc.

Psychology in Salesmanship. By John A. Stevenson. *The Annals*, November, 1923, pp. 144-155.

The writer suggests that the "natural-born" salesman is successful because more or less unconsciously he works in harmony with psychological laws.

A Sale With A Million Thrills. By Arthur F. F. Huebner. *Salesology*, November, 1923, pp. 13-15.

The writer describes how he was after a million dollar contract with nine strong competitors and a prejudiced purchasing agent between him and the order. There seemed to be no hope but he made the sale.

THE MANAGEMENT INDEX

Reviews and Abstracts

Reviews

Human Efforts and Human Wants, L. G. McPHERSON

Reviewed by A. T. Simonds

An Introduction to the Principles of Industrial Administration

A. P. M. FLEMING AND H. J. BROCKLEHURST

Reviewed by H. Diemer

The Making of an Executive, A. H. CHURCH

Reviewed by J. D. Gill

Personnel Management, W. D. SCOTT AND R. C. CLOTHIER

Reviewed by W. H. Lange

Business Cycles and Unemployment

Reviewed by J. D. Hackett

Scientific Office Management, W. H. LEFFINGWELL

Actual Business Correspondence, P. H. DEFFENDALL

Industrial Organization, J. LEE

Problems of Office Practice and Business Styles, H. STRUMPF

Women and the Labor Movement, ALICE HENRY

The Prospects of Industrial Civilization, B. RUSSELL

Changes in the Cost of Living—July, 1914 to July, 1923

Abstracts

Office Management

Plant Management

Sales Management

ation

F